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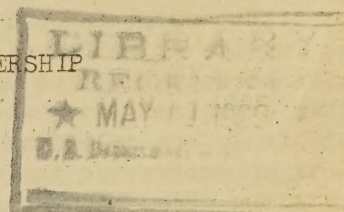
COOPERATIVE EXTENSION WORK IN AGRICULTURE AND HOME ECONOMICS

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DEVELOPMENT OF LOCAL VOLUNTEER LEADERSHIP

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This circular has been prepared primarily for the use of extension agents who are interested in the further development of local volunteer leadership in boys' and girls' club work.

April 15, 1925

DEVELOPMENT OF LOCAL VOLUNTEER LEADERSHIP

Gertrude L. Warren

The rural community must depend largely upon its own volunteer workers for the expansion of extension activities. Local volunteer leadership is as essential to the progress of extension work as it is to that of any other organized movement. Due to such leadership are all the great social, political, and religious movements and organizations of the past and present. Their effectiveness is depending increasingly upon the expression of community group life, made possible through volunteer leadership. The value of volunteer leadership in boys' and girls' club work has been recognized from the outset. It was early noted that, with the limitation of funds, paid leadership could be extended only to the county units and that if the extension organization were to afford a broad expansion of club work, local volunteer leadership must be utilized. Through such a system, large numbers of those, possessed with ability for leadership, have become powerful factors in community progress within their community and county areas.

In the development of local leadership in boys' and girls' club work, there are two approaches. When we think of the farm boys and girls with whom we are working we think of developing in them those qualities which will fit them to be leaders. When we think of the vast number of farm boys and girls which should be reached, we think of how we can select and develop potential adult leadership in order that the foregoing objective may be realized. These two approaches, in fact, go together. For the conception of local leadership has gradually undergone a change. In the past, too often local leadership was treated from the standpoint of position conferred through appointment but extension agents soon learned, as the work developed, that appointment did not make leaders of men and women. Today, extension agents are agreed that adult leadership must be such that each boy and girl of the group is enabled to make maximum contribution to the work being conducted. In other words, a good local club leader is one who is continually calling into play the qualities of leadership in the young people of his group.

QUALIFICATIONS

In boys' and girls' club work, it is important that a local club leader be:

1. Recognized and respected as a permanent resident of the community.
2. Interested in young people and able to work with them.
3. Able to assume as well as to place responsibility and to develop the latent leadership of club members.
4. Able to demonstrate effectively the practices advocated.

In communities where there is a lack of pride or an indifference to improvement, and where no club work has been conducted, it is usually difficult to secure leaders. In such communities, the school-teacher is often the only one sufficiently interested in education and improvement to accept the responsibility. Thus, in the early stages, a large proportion of local leaders were school-teachers. However, as extension work has gained momentum, many farmers, business men, farm women, and often former club members have become eager to serve their communities and at the same time gain valuable experience. Sometimes cooperation has been secured through their interest in livestock or crops, or the home, and some times through their interest in boys and girls. Whichever it is, they eventually see the double purpose of training boys and girls and of improving the farm and home life of the community. This enlistment of leaders, who live in the community year after year and who are especially experienced in the agricultural or home enterprise conducted, has resulted in a steady improvement in the quality of local leadership. In a special summary of State reports made a few years ago, it was found that about one-fourth of the leaders were teachers and that most of the remaining three-fourths were farm people. Each year, reports show an increasingly large number of former club members serving as local leaders.

SELECTION

"Men choose leaders as they choose their other elemental necessities, by instinctive response. Through their own sense of inner emptiness and groping, they are attracted to confidence, assurance, achievement." Hocking.

Extension agents who are responsible for the development of local leaders must have the personal traits which attract people. For only through many contacts will they be able to size up the latent qualities of possible leaders and, in turn, be enabled to bring out those qualities by giving them opportunity for development.

Selection of local leaders often involves a year-round search. The trial and error method in the search for or discovery of local leaders is most wasteful. Certain tests can be applied which will yield indices that may be relied upon to a large extent in determining who should be selected as leaders. Some of these tests are:

1. Deliberately plan opportunities for the exercise of leadership. At such events as picnics, achievement days, and tours, assign responsibility for certain things which must be done. Apply these questions:
 - Does he assume responsibility quickly?
 - Do the others of the group follow happily?
 - Does he accomplish the results desired?

2. Assign to those who seem to possess latent qualities of leadership some special responsibility as demonstrators of farm or home practices. Apply the question:

Do the results justify the placing of added responsibility? Oftentimes, farm women after attending the adult leaders' conferences, develop as splendid leaders of junior clubs.

3. Observe prospective leaders while engaged in community activities. Apply these questions:

Does he show a friendly attitude to all?

Is he respected for his ability along some particular line?

Does he exercise patience, tact, and a broad sympathy toward others?

Do boys and girls like to follow him?

Does he show an understanding of adolescent boys and girls?

Is he tolerant?

Does he display an unselfish willingness to work for the general good of the community?

Does he possess perseverance and stamina to withstand criticism and discouragements?

Does he work as one of the group? (It has been said that a sense of equality is twice as important as a sense of superiority.)

Does he possess an intelligent enthusiasm?

Is he a good follower? To be a good leader, one must first be a good follower.

Has he capacity for organization?

4. Check your temporary selection by discussing such in an informal way with the boys and girls of the group to be led.

What are their reactions?

Oftentimes, the boys and girls are the best judges of good local leadership. Many agents rely entirely upon their judgment.

After the extension agent has decided definitely upon the ones to be selected for local leadership work, several methods may be employed in their formal selection.

1. By tactful guidance, on the part of the extension agent, the club may be led to vote unanimously for a certain person as their local leader. In such cases, before the vote is taken, the extension agent explains very carefully the qualifications that should be considered in selecting a local leader. After the voting, often the group will go in a body to make known its wishes to the prospective leader. Few men and women can resist such an appeal from boys and girls.
2. By the same careful guidance on the part of the extension agent, local leaders may be formally selected by the people of the community usually through a committee.

To have the formal sanction of the people of the community proves very reassuring to most local leaders and gives promise of success. One State leader has said "Experience has shown that it is a mistake for an agent to select a person without having the sanction of the community. It is only where the community selects the project, wants the work, and chooses some one in whom they have confidence and who has time to give to the work that local leadership will succeed."

3. Sometimes, the extension agent makes the formal selection himself, due to a lack of adequate organization or time. However, it is conceded by most extension agents that the foregoing methods are preferable when possible.
4. In some instances, a man or woman may initiate the work and automatically serve as a leader. Many cases are known of parents organizing clubs because of what such group work will mean to their own boys and girls.
5. In other instances, an interested man or woman in the community may volunteer to help the local leader already selected. Usually, much pleasure and more confidence follows on the part of leaders when two can work together.

PRICE AND REWARD OF LOCAL LEADERSHIP

It is usually well to call to the attention of prospective leaders that the rewards from service rendered far exceed the sacrifices made. The price of local leadership involves responsibility, loss of personal pleasure, work and sometimes criticism. On the other hand, the rewards of local leadership involve that personal satisfaction which comes from unselfishly serving the community, watching conditions grow better, having the personal acquaintance and help of college-trained specialists, gaining the approval of parents and neighbors who realize the good being done, and perhaps greatest of all, gaining the confidence of those young people who, in turn, will ultimately become constructive community leaders.

FUNCTIONS

Increased attention is being given to the amount of work to be expected from leaders. Instead of expecting all to perform the full task, the agent determines how much ought to be expected from each. It is important that all local leaders should understand the organization and activities common to club work and the part that they are to play in connection with such. A suggestive list of the functions of local leaders follow: In no instance should the extension agent allow the work of a local leader to become burdensome.

1. Develop leadership among club members by carefully placing responsibility.
2. Acquaint club members with the county and community program of extension work and the part for which they are responsible.

3. See that there is formulated a club program for the entire year and that each member follows it.
4. Attend all meetings of the club.
5. Distribute to club members promptly circulars and other information furnished by the county extension agent.
6. See that the use of blanks and supplies as well as the follow-up instructions are fully understood by the club members before the work is started.
7. See that each member is properly equipped with all that is necessary for a successful demonstration.
8. Attend all leaders' meetings called by the county extension agent or community leader.
9. Visit the homes of the club members to give aid and encouragement.
10. Assist the club members to do work of real demonstrational value to others of the community as well as to themselves.
11. Encourage the secretary to keep all records and reports up-to-date.
12. Assist in selecting and training public demonstration and judging teams so that the club may extend the practices in which they are trained, and, in turn, function as a community organization, thereby developing a community consciousness.
13. Assist the club in arranging for local exhibits in store windows, for sales, hikes, picnics, club tours, club festivals and other special club meetings.
14. Help plan general community work, at program planning meetings and at leaders' conferences.
15. Assist in initiating plans for new work to be launched.
16. Present reports to the public and to the county extension agents. Also have delegates from the club appointed to report the work of the club at community and county extension meetings as well as at other farmers' meetings.

SUGGESTIONS FOR LOCAL LEADERS REGARDING WORK WITH YOUNG PEOPLE OF CLUB AGE

It seems fundamental to constructive work with young people that every extension agent have a fair understanding of adolescent psychology. Similarly, local leaders, to be successful, must understand some of the inherent traits common to young people. In place of instruction of a more formal type, the following simple suggestions regarding adolescent behavior may serve to save local leaders some discouragements and perhaps failure in their work with young people.

1. Boys and girls of club age are prone to make an ideal of an older person. The local leader is apt to be that person. Unfortunate is the leader who, through carelessness of speech, deception, or evasion of responsibility shatters that ideal.
2. The early part of the adolescent period is usually marked by an erratic growth, uneven temperment, awkwardness, and boisterous conduct accompanied by acute sensitiveness. For a leader to succeed with boys and girls of this age, he must be tolerant, patient, and sympathetic toward their shortcomings. Seldom should the girl attacked with giggles be admonished. Neither should laughter be allowed to follow the boy who stumbles or drops his hat at an inopportune moment.
3. Boys and girls of club age are increasingly anxious to do as adults. Having secured a social viewpoint, they can engage in agricultural and home-making activities in much the same way as adults do. Hence the community program becomes interesting to them. It is real and challenges their best effort.
4. The major part of the "teen" age is a period of "cocksureness," the feeling that makes one feel that he is absolutely right. The local leader will succeed best who argues least.
5. Boys and girls of club age are likely to possess a certain love for freedom and they delight in making choices. In club work, they like to feel that the organization is theirs and that they are responsible for its success. For example, they enjoy making out a club program and experience shows that they adhere to it effectively when they feel that it is their own. Thereby genuine interest is enkindled and young people are stimulated to put forth their best efforts.
6. Farm girls of club age, especially between the ages of 14 and 18, are likely to overdo. They need rest, freedom, and a sympathetic understanding. Local leaders should be alert to signs of overwork in girls of these ages and, when found, should use their influence in remedying the causes which seem conducive to such a condition. Care should also be taken to determine county and State champions lest undue physical effort be encouraged. Club work provides ample opportunity for so placing the emphasis in such contests that desirable results, both from the standpoint of the girl and extension work, can be attained.
7. Among the older boys and girls, the desire to serve is strong and may find a real outlet in taking an active part in the community program and becoming effective from a general social standpoint. If rural life is to make permanent progress, a community consciousness must be early awakened in young men and women. Therefore it seems highly important that due consideration be given to the development of this trait in relation to club work.
8. During the years 18 to 24, young people assume the personality of the adult. Ideals and habits become fixed. Young people come together with different motives and must be considered as a distinct group from those composed of younger members. The boys are imbued with the desire for independence to earn an adequate living; with girls, the desire to have a home becomes dominant. This is the period too, when the desire to serve becomes stronger. Hence young people enjoy acting as club leaders or assistants and assuming responsibility in general community activities.

SUGGESTIONS FOR LOCAL LEADERS REGARDING DEVELOPMENT OF LEADERSHIP AMONG THE
MEMBERS OF THEIR GROUPS

In rural community life, the need for the development of leadership among its young people is being increasingly recognized. Since local leaders have the major responsibility for their individual groups, it seems important that they be given definite suggestions in the development of such leadership. A few principles of leadership development follow:

1. To learn to be a good follower is the first essential.

Boys and girls should be taught that in order to be a good leader one must first be a good follower. To understand the point of view of those to be led, experience as a good follower is essential. At the Annapolis Naval Academy, the cadets are continuously impressed with the fact, "He, who would command, must first learn to obey."

It is often well for the local club leader to have the club group delegate full responsibility for some event as a tour or a picnic to one member of the group and then, among the rest, develop a spirit of taking pride in following and supporting the leader for the club event. This usually works admirably.

2. Leadership develops only as opportunity is given and grasped to assume responsibility.

The value of a local leader depends largely upon what he gets others to do. Every member of a group should be given responsibility. Some members are able to assume more responsibility than others. Opportunity to assume responsibility may be provided through the work assigned to the club officers and through such committees as the program, refreshment, and recreation as well as those for single events such as club tours and picnics. Games, songs, and yells also afford ample opportunity for the development of leadership. In some States, captains are appointed to lead the members of their respective groups in one particular line of demonstrational work. In other States, club members, who have done especially good work, may be appointed as assistant leaders to help the younger club members.

Usually the leader is able to give the younger boys and girls responsibility for only portions of the work. With the older boys and girls in the latter half of the teen age, the leader is wise who acts in the capacity of an adviser and allows them to assume the major responsibility. However, irrespective of the age, the successful leader develops a feeling on the part of the members of the group that it is their club, their program and that they are deciding what shall be done next.

3. Leadership develops only as opportunity for growth is provided.

It is not sufficient that a local leader provide an opportunity to assume responsibility. Each opportunity which has been improved should be followed by one calling

for added responsibility so that there can be a normal, healthy growth in leadership development. This requires constant vigilance and resourcefulness on the part of the local leader. The development of leadership in young people must be studied and nourished carefully.

4. To the degree which young people learn to assume responsibility in community upbuilding, will they become intelligent, constructive voting members of society.

With the combined help of the county extension agents and the local leader, the attention of the boys and girls can be centered upon the community and county program of work, and the part they are playing in carrying that program to a successful completion. In such work, young people have a delightful opportunity to work side by side with their parents and neighbors. They learn to recognize and to meet local needs and thereby gain valuable training for the time when they will be voting members of society. It is becoming common for clubs to elect one of their number as a delegate to general extension meetings and other farmers' meetings where they report what the club has done toward carrying out the community program of work. In this way, they are kept in touch with the best in rural life and are enabled to develop, in addition to leadership, followership and genuine community responsibility.

5. The joy and satisfaction which comes from doing one thing well is essential to the development of any form of leadership.

No one enjoys a task which he knows he does poorly. The majority of boys and girls, who drop out of school, do so because they are failing. In club work, the same principle holds. To have our boys and girls happy and develop as leaders, they must be given one task at a time in keeping with their ability. As each task is conquered, joy and satisfaction automatically is theirs as an award. Eagerness to go forward naturally follows. The "habit of success" is formed.

6. That local leader governs best who appears not to govern at all.

Make suggestions but never lay down the law. Every ostentatious display of authority lessens authority. Carefully guide the group into making just decisions by placing the responsibility upon them.

7. The local leader must be ahead of the group but always with them.

Successful leadership in any work demands careful attention to plans for the future. The local leader must be constantly anticipating the next step to be taken by the group and preparing for it. Otherwise little may be accomplished. It is equally essential too that the local leader carry the club members forward to that step, as the opportunity develops normally. In order to do this, the local leader must appreciate their viewpoint. Probably the most commonly recognized qualification of any leader is the ability to carry the group along with him. This in turn, involves a personality which makes others willing and glad to be led.

LIMITATIONS OF WORK WITH LOCAL LEADERS

At the present time, several causes may be cited as limiting the work with local leaders.

1. The appeals made to prospective or present local leaders for expenditure of volunteer effort are not always sufficient to stimulate or maintain interest in the work.

Charters says "The leadership that a man exerts over a group will depend twice as much upon feeling as upon brains." Leaders need to be told that their services are needed and in various other ways reminded of the rewards of leadership work. (See pages 7 and 8.)

2. Often the instruction given is too complicated.

3. Varying conditions make it difficult for leaders to adopt suggestions.

Interest, capability, and training, customs and habits of the community group may also prove limiting factors. The type of work undertaken is another factor to be considered carefully. Clothing club work for example seems, so far, to be much more easily extended through local leadership than food club work.

4. Much may be required of a leader over too long a period, sometimes resulting in the loss of a constructive extension enthusiast.

5. Too little training may be given the leaders.

6. Plans and calendar of work may lack definiteness.

7. The turn-over in local leadership may be large. (Probably not larger or as large as that of rural school teachers.)

8. Those who have been recognized as leaders may be asked to lead in too many things. Each should lead in some things and follow in others.

9. The work of local leaders is, however for the most part, only limited by the training, experience, and native ability of the local leaders themselves and of the extension agents who guide them.

10. Methods of recognizing the good work of local leaders may be inadequate. Local leaders need much encouragement if they are to guide others in constructive community up-building.

"Leadership is nothing if it is not autonomous, venturesome, individual and courageous, and everything if it is."

COMMUNITY SENTIMENT

Community sentiment is being increasingly recognized as an essential to successful local leadership work. Not only must the local leader have an appreciation of the help given by extension agents but it is important that the community as a whole share in this appreciation. Growth in such appreciation through publicity will be accompanied usually by increased willingness on the part of others of the community to become local leaders and by a satisfaction on the part of parents that their boys and girls in club work are being wisely directed.

In many cases too, it may seem expedient to pay the expenses of the local leaders to a central point for conferences with county extension agents and subject-matter specialists. In order to meet such expenses as well as emergencies, there must be a strong community sentiment in favor of local leadership work.

LITERATURE AND ILLUSTRATIVE MATERIAL

Adequate literature and illustrative material are absolutely essential to good local leadership work. Many States, at the present time, have splendid literature for the use of local leaders. Such literature is concise, definite, with those phases of the work emphasized which are most difficult for local leaders to handle alone. Every local leader should have a folder containing all the club literature sent to the members of his particular group together with the literature prepared solely for local leaders. No local leader should be burdened with a mass of miscellaneous material. The material, in every case should be well organized; for example, poultry material should be clipped together, likewise organization material, and the like. A local leaders' handbook has proved successful in those States where it has been tried. Such a handbook usually contains the names, addresses, and ages of club members, necessary literature, a club program of the year's work, and a program for each club meeting.

Nothing takes the place of illustrative material in giving local leaders a correct idea of what is required of their own club members in raising standards. In the clothing club work, the traveling kits showing the garments to be made have been appreciated by leaders and club members alike. Many extension agents send their traveling kits, according to a definite schedule, to every local leader in their respective counties. Similar kits have been provided for other club enterprises. Often the prize-winning garments, jars of canned products, and other things are sent to the local leaders so that they and their members can compare their own work with that of the club winner.

DEFINITE TRAINING

"It is a rare privilege to enter the inner life of a boy or girl and it is equally a responsibility. More and more the friends of youth are realizing that it is a tremendously worth while relationship; and that the fullest preparation for the opportunity is necessary if the life of youth is to be developed to its fullest powers. Youth needs trained leaders."

Training is fundamental to any successful endeavor today. That organization succeeds best, other things being equal, which trains its workers best. The progress of churches, schools, business, and other institutions has been conditioned largely by the training given the workers. The training of the twelve Disciples is the most noteworthy example of the success of leadership training.

The trial and error method is warranted only in pioneer movements. Training of local leaders in extension work has advanced far beyond that stage. Much worth while experience has been accumulated. It is for extension agents to analyze this experience and from it to formulate principles by which those agents beginning such work may be guided.

The three main objectives of leadership training are (1) training in the practices to be demonstrated; (2) training in club organization; (3) training in constructive attitudes toward extension and community activities.

Of these three important objectives, the third is often overlooked. Some agents would say that training in constructive attitudes exceeded in importance the other two objectives. Regardless of comparisons, it opens up a challenging field. It involves a training which, in turn will give (1) an appreciation of what extension work can do for the community as a whole and for its young people in particular; and (2) a vision of what the community can become if all its people, men, women, boys, and girls work toward the goals set.

Organization in leadership training insures success. Plans for training should be well thought out in advance. They should be definite and should cover the main features of the work to be done by local leaders. In no instance should the assistance rendered become irksome.

The kind and amount of organized training given local leaders will depend largely upon their previous training and experience. The three main ways by means of which systematic training is given local leaders by extension agents are namely (1) group conferences of leaders: (2) personal interviews with individual leaders: (3) demonstrations at club meetings by the agent for the benefit of the leader to show how to carry on some phase of the program with the club group.

All three ways are important and will be discussed in detail.

LOCAL LEADERS' CONFERENCES.

1. Value

- (1) Develops better understanding of the work through the discussion of mutual problems. "The impact of many minds upon any problem develops a new mind for all. No agent or leader is fully in command of his own thought or the community needs until together a group have faced the conditions and studied the facts."
- (2) Creates a feeling of confidence, satisfaction, and social unity on the part of local leaders (morale.)
- (3) Raises standards of work through exchange of ideas and comparison of results.
- (4) Makes it possible to reach more leaders.
- (5) Enables the agent to do more constructive work.

2. Types

- (1) Conferences dealing with the objectives and organization of the work.

The first step in any organized training work is the holding of such a conference on a county-wide basis for all leaders, if distances will permit. Otherwise smaller conferences of leaders at convenient points in different parts of the county may be held. In addition to intensive training in the management of a club, a local leaders' program of work is usually developed.

The following represents a common type of program developed in such a conference.

County Club Program

Work to be done	Local leader will	Agents will	Specialists will	Time
Enrollment	Secure remainder of members.			
Organization	Call meeting	Explain work of club		
Election of officers				
Development of program of year's meetings	Guide discussion	Help evolve program		
Subject-matter	Attend local leaders' conference in subject-matter.	Help train club groups in subject-matter.	Hold training conferences for local leaders in subject-matter	March June
Meetings	Attend all meetings	Attend as many meetings as possible	Send suggestive programs	
Visits to members	When required	Twice		
Tour	Work out schedule	Assist in conducting.	Make suggestions to agents.	June August
County exhibits	Encourage members to exhibit. Help select exhibit	Arrange places. Award prizes.	Make suggestions	Sept.
Records	Remind and help members to keep records	Check over and report to State office.	Prepare at college record forms to be used.	When Called for
County summary	Attend leaders' conference	Hold local leaders' conference to summarize year's work and plan for next year		
Publicity of results secured	Help plan demonstrations. Conduct demonstrations	Assist in planning demonstrations and giving publicity.	Prepare suggested outline for team demonstration. Prepare suggestive publicity for newspapers.	Autumn months

(2) Conferences dealing solely with subject-matter.

Such conferences may include all the leaders or only the leaders carrying on the same type of work. If all the leaders attend such a conference, after a short preliminary program the leaders are grouped according to the subject-matter most needed by them. Subject-matter specialists from the State Agricultural College, county extension agents, and often local teachers assist in carrying on the work of the various sections. Subject-matter problems are freely discussed and demonstrations given.

Usually the local leaders whose members are carrying on the same enterprise meet at a home or on a farm where actual work pertaining to the club enterprise is being conducted.

It seems to be the consensus of opinion among extension agents that at least two subject-matter conferences for leaders should be held during the year. In several States, four are held each year.

(3) Conferences dealing with matters pertaining to both organization and subject-matter.

When subject-matter specialists are available, agents feel that the time of the conference should be devoted entirely to subject-matter. Agents can have the specialists in their counties for only a comparatively few days. However, when the county extension agents alone have to train leaders in both subject-matter and organization, it is often more convenient to consider the two phases of club work together.

(4) Conferences to summarize the work of the year and to formulate plans for the ensuing year.

Summary conferences are important to the maintenance of good local leadership work. At such conferences, the reports of the year's work in the county are compared with the goals set at the beginning of the year. The findings are discussed. Based upon these findings and discussions, plans of work for the ensuing year are formulated. Such plans may include:

- Types of demonstrational work to be conducted.
- Rules and regulations.

- Local leader's conferences to be conducted.

- County and State events.

- County goals for ensuing year.

3. Preparation for conference.

(1) Publicity.

It is important that wide publicity be given these conferences. Leaders should be given sufficient notice so that they can plan on being present. The community as a whole should know about it. Thereby the leaders are given prestige, and the public in general gains a more thorough understanding of what is going on.

(2) Arrangement for transportation of local leaders to a central point of the county or a section of the county.

The transportation of local leaders to a conference may be obtained by having:

1. Their expenses financed,
2. Neighboring farmers bring them in their machines,
3. County extension agents bring those living along the way to the place designated for the meeting or near to it.

(3) Formulation of a conference program.

The county extension agent should have well in mind what is to be done at a conference of local leaders. The more definite the plans, usually the more work will be accomplished. Often agents send a questionnaire to the local leaders concerning what they would like discussed at such conferences. Programs are then formulated in accordance with the answers to these questionnaires. This method has been particularly successful. It makes the leaders feel that it is their conference.

It may be possible to have club members from a successful club demonstrate the holding of a club meeting, involving the selection of officers, a business session, the making out of a year's program of work as well as other phases of club organization that may be puzzling the leaders. The program may include also a demonstration by some successful club team. On the other hand, the major part of the conference may be devoted to training in a particular practice which the members are to demonstrate. In no case should the meeting be allowed to drag. Often it is possible and usually very advantageous, to introduce a little play and song into the conference. When leaders learn to play together, it is no problem to get them to work together.

- (4) Selection of a conference room and the collection of supplies such as notebooks, pencils, club literature and illustrative material.

A large conference table is desirable with the necessary supplies above mentioned at each leader's place.

- (5) Arrangements for lunch.

Often the leaders bring the main part of the lunch. Sometimes, the county extension organization will furnish the coffee and perhaps ice cream or fruit. Usually the lunch makes for greater congeniality and is generally considered an asset to the conference.

4. Procedure for conference.

- (1) Prompt and enthusiastic start.

At no time should the conference be allowed to become dull or drag. It is important to have the first conference held exceedingly well planned and rather short.

- (2) Appointment of chairman.

Such appointment gives added opportunity for the development of leadership. However, the agent should guide the selection, seeing to it that the one appointed has been given some preliminary coaching. Otherwise, the meeting may become irksome.

- (3) Appointment of a secretary.

Such appointment also provides for the development of leadership.

The report of each conference should be mimeographed and sent out by the agent to all the local leaders in the county. It should contain a resume of the important points discussed and the names of the leaders present.

- (4) Report of work done by each local leader.

The giving of reports stimulates interest, discloses problems, and secures an interchange of ideas concerning worth while things to do.

- (5) Discussions and actual work.

Discussions involving only four or five local leaders may prove very successful. It is not advisable to have more than 12 or 15 leaders present at one time unless the conferences is concerned only with problems of club

organization. The most successful subject-matter conferences are those in which the leaders work. Real satisfaction results when they carry home something they have actually made. Of course, this is not always possible.

The two main principles to remember concerning conference work are (1) that the discussions and work of a conference should be concerned primarily with those club activities most difficult for local leaders to handle alone, (2) that the most enthusiastic leaders are those who have received definite help which will be of benefit to them personally as well as of benefit to them in conducting the work of the club.

The discussions in club organization may involve several of the following phases of club organization.

Club work.

- Development (brief)
- Organization (brief)
- Extent
 - International in scope

Organization of a local club:

- Enrollment
- Election of officers, adoption of a constitution
- The place of a local club in the county extension organization
- Value of setting up club goals
- Formulation of a local club program of work and its relation to that of the community and county
- A year's series of programs for club meetings
- Value of delegating responsibility to club members.

Study of young people involved:

- Age; sex; geographic distribution; number in school; number out of school
- Inherent interests
- Methods of teaching and working with young people
- Principles of program-making with young people
- Methods of accomplishing the club goals set
- Development of a community consciousness
- Development of leadership

Demonstrations conducted;

- Value
- Discussion of problems
- Progress of club members
- Use of follow-up material

Activities of a local club:

- Public demonstrations
 - Training of demonstration teams
 - Value of results to be attained
- Judging contests
- Field play visits
 - Value to leaders and members
- Club tours
- Field days, festivals, picnics
- Pageants
- Encampments
- Club plays
- Educational trips
- Methods of securing and awarding
- Publicity
 - Methods
 - Use of members' records
- Exhibits, fairs
- Use of club songs, yells, slogans
- Awards
- Achievement or promotion meetings
- Club seals, markets

Reports and records:

- Purpose and use of members' record and report
- Purpose and use of leaders' report
- Purpose and use of members' story (Narrative report)

PERSONAL INTERVIEWS

The county extension agent should capitalize every opportunity for personal interviews with his leaders. Often the thing most needed is a word of encouragement or a brief explanation that has been puzzling the leader. Agents, when enroute to distant points, should plan to stop at the house of any local leader along the way for at least a short interview. Work with individual leaders may also be discussed at community meetings and at the office. Such "follow-up" is necessary to perfect the training started at local leaders' conferences.

DEMONSTRATIONS FOR BENEFIT OF LEADERS

Whenever an agent attends a club meeting in the home or on a club plat, he should demonstrate some method of conducting club work in which the local leader has confessed a feeling of weakness or doubt. By such means, the local leader gains confidence from seeing the work actually done in the club group.

Sometimes an agent will take a group of new leaders to a club meeting led by a skilled leader in order that they may see how one of their own group handles boys and girls. The paramount thought often in the minds of such leaders is "What she can do, I can do."

A group of leaders may profit by a trip to some demonstration farm in order to learn various improved practices. By such means, standards are often raised considerably.

MAKING THE WORK OF LOCAL LEADERS ATTRACTIVE

"Leadership cannot function efficiently in the cold atmosphere of inhuman indifference. It yearns for sympathetic comprehension of its aims and ideals by those it respects, not as a mere reward for its efforts, but because it is necessary for the ultimate success of the movement."

Those agents succeed best who strive conscientiously to make the work of local leaders attractive. Without such effort, leaders seldom function to the best of their ability. The first step in making local leadership attractive is for the agent to measure carefully the amount of work which should be allotted to each leader. Some leaders lose interest because the work assigned is not enough to challenge their real ability while others become discouraged and drop the work because too much work is assigned.

Leaders must have abundant enthusiasm. Enthusiasm makes for a receptive frame of mind and usually the most enthusiastic leaders are those who have received definite help which will be of benefit to them personally as well as of benefit to them in conducting the work of the club. Simple, definite plans of work and adequate training to insure self confidence are essential to real enjoyment in club work. Each contact with a local leader should be made interesting as well as helpful. Dry discussions are wearisome. Friendly rivalry among local leaders often adds zest to the work.

It is important that the agent give the leaders his full support. At the beginning of the year, a letter of general interest, complimenting the leader, can be sent each parent. This support can be followed by publicity in the local papers, and at community meetings as the club makes good in its various undertakings. If the club is a success, the more that people hear about it and see the work itself, the more encouraged will the local leader be to continue another year and the more willing will others be to volunteer as leaders to do similar work.

In any new undertaking, the leader should be especially encouraged and guided. This is particularly important in the presentation of reports at public meetings, so that such reports may be interesting to the group and satisfying to the leaders themselves. Humiliation of a potential leader may prove disastrous to further possible work.

Recognition of the good work of local leaders may be made through some token of appreciation by the State or county extension office or the club, in the form of a trip, a leader's pin or ring, or a leader's certificate. Sometimes an annual dinner is given to all the leaders of a county.

In Oregon, a State Leaders' Association has proved a valuable asset to club work and has given much pleasure to the leaders especially through the new contacts which they have been able to make. Their State constitution follows:

1. This organization shall be known as the 4-H State Local Club Leaders' Association of Oregon.
2. To be eligible one must have achieved recognition as a successful club leader and, upon receipt of a local leaders' pin, automatically becomes a member.
3. The object of this association is to promote greater cooperation between State, county, and local club workers, and to promote better understanding, instruction, and harmony in all the club activities of the State.
4. The annual meeting shall be held at the Oregon Agricultural College during the summer meeting of the boys' and girls' 4-H clubs. Other meetings may be held at the State Fair, at the Pacific International Exposition, or at the call of the President.
5. The officers shall consist of a president, a vice-president, and a secretary and treasurer combined, all elected from the membership at the annual meeting. There shall be thirty-six county and one Portland second vice-presidents to assist in the direction of the work throughout their respective counties, and to perfect local organizations whenever possible.
6. The executive committee shall consist of the president, first vice-president, and secretary-treasurer, who shall have authority to act upon all matters before them necessitating immediate action.
7. This constitution may be modified at any meeting, by a two-thirds vote of the members present.

MEASURING THE EFFECTIVENESS OF LOCAL LEADERS

In order that extension agents may be enabled to give maximum assistance to local leaders, it is important that they have some means of measuring the effectiveness of each one. The following criteria to measure the effectiveness of local leaders are suggested:

1. Ability of the local leader to develop leadership in others.
(most important).
2. Attitude of club members toward the leader.

3. Attitude of the parents and of the community in general toward the leader and the work of the club.

4. Program of work for the club and the way it has functioned
(1) in relation to the club group; (2) in relation to the general community program.

5. Attendance of the leader at leaders' conferences and general extension meetings.

6. Number of club meetings held.

7. Attendance at club meetings.

8. Quality of the club organization.

9. Public demonstrations given by club teams in the community and elsewhere.

10. Judging work done.

11. Club tours, exhibits, achievement meetings and other group activities.

12. Degree to which records are kept up-to-date and used.

13. Percentage of club members completing the work.

14. Spread of influence of the work of the club.

15. Attitude of the leader toward (1) club work; (2) the community; (3) extension work in general.

The following score may prove helpful to local club leaders in measuring their own effectiveness:

1. Getting the members to act as a unit in handling effectively club and general community affairs - - - - - 25

Focusing the attention of club members upon the community program of work and their part in it.

Showing a broad sympathetic understanding toward club members of different ages.

Working out plans with the members.

Giving members responsibility in accordance with their ability.

Developing a constructive attitude on the part of the members toward their club and community.

2. Helping the club to meet the State and county requirements - - - - - 50

Here a club score may be used.

3. Developing general support for the work in the community - - - - - 25

Making happy contacts with the parents.
Showing what the club has done in helping to
carry out the community extension program.
Having the club members participate in general
community affairs.
Securing widespread publicity for good work accomplished.

TESTS TO BE APPLIED BY AN EXTENSION AGENT IN MEASURING HIS OWN EFFECTIVENESS
IN THE DEVELOPMENT OF LOCAL LEADERSHIP

Some extension agents are far more successful than others in developing local leadership in their respective counties although conditions seem to be similar. Why is this so? The following tests may prove helpful in checking one's own efficiency in local leadership work.

1. Do I "set the pattern" for the local club leaders of the county?
2. Is there a normal, healthy increase in the number of local leaders in the county since I have been here?
3. Are the local leaders enthusiastic and eager to push forward? Do they enjoy discussing their problems together?
4. What is the attitude of the leaders toward the extension program and the community as a whole? Do they place community interests above their own? What are their goals for future community development?
5. Are the local leaders seeking to develop leadership in the members of their own groups? Am I giving them adequate help?
6. Have I worked out definite plans for the club year with each one of the leaders? Do they understand the club literature sufficiently so that they can be intelligently guided by it?
7. Is the training that I am giving local leaders through leaders' conferences, personal interviews, and demonstrations, simple, definite, interesting, adequate? Does such training develop self-confidence in the leaders and high standard work on the part of the club members?

8. What are the limitations of the leaders? Can these be overcome? How?
9. Am I providing the leaders with sufficient opportunity for further growth?
10. Am I on the watch for potential leadership? What opportunities am I providing for its development? Do my contacts result in enthusiasm toward the work of leading clubs?
11. Am I giving the leaders sufficient backing and recognition?
12. If I were to leave the county, how long could my leaders carry on alone? "The highest ambition is to train others to take our places."

SUMMARY OF THE VALUES OF LOCAL LEADERSHIP

The value of local leadership in boys' and girls' club work cannot be over-estimated. A brief summary of the benefits to be derived from the use of local leaders follows:

1. The effect of the efforts of extension agents is multiplied.
At the present time, extension agents are reaching a half million farm boys and girls. Through the expansion of local leadership work many more young people can be reached.
2. Strong support and enthusiasm for extension work by the parents of the community can be gained.
Local leaders understand the objectives of the work and as residents of the community exert considerable influence.
3. Community problems are more easily solved.
Local leaders are usually intimately acquainted with the conditions of the community and, therefore, are a splendid aid to the county extension agent.
4. A large percentage of the club members enrolled are enabled to finish.
Local leaders make it possible to give continuous assistance and encouragement to the farm boys and girls of a community.
5. Communities are enabled to assume responsibility, to develop, and to direct successfully their own affairs.
6. The worth while leadership of the community is given expression and constructive recognition.

7. Followership is developed, recognized, and valued.
For every leader, there must be several followers. Good local leadership and followership are essential one to the other.
8. Marginal time, which costs nothing, is utilized advantageously by the local people.
9. Initiative, team work, and social activities of the community are developed.
10. The attainment of many things in the minds of local people is made possible through local leadership work. They realize what can be accomplished by working together as a united, harmonious group.

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